



LEADERSHIP STYLE OF NORTH BARITO REGENT H. NADALSYAH IN ADMINISTERING REGIONAL GOVERNMENT

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10 Abstract

This study aims to find out and explain how the leadership style of H. Nadalsyah, the Regent of North Barito, in running the Regional Government. The method used in this study is a qualitative approach method, while the research type uses a qualitative descriptive type where this research uses the theory developed by Ken Blanchard and Paul Hersey which divides leadership styles based on the level of maturity of subordinates so as to produce 4 leadership styles, namely: 1. Telling (S1), 2. Selling (S2), 3. Participating (S3), 4. Delegating (S4) where the style is influenced by the level of maturity of the subordinates which are divided into 4, namely 1. Unable and unwilling (R1), 2. Unable but willing (R2), 3. Able but Not Willing (R3), 4. Able and Willing (R4). The research was conducted in North Barito Regency, Central Kalimantan. The research focus was determined from the existing problems regarding the leadership style of H. Nadalsyah as North Barito Regent in Period I 2013 - 2018. Based on the results of the research, it can be concluded that the situational leadership style used H. Nadalsyah in running the government in North Barito Regency shows that there is no style that is said to be the most appropriate to be applied considering the various characters of each subordinate and the different maturity level of each subordinate so that the leader's ability to know the character or maturity of each subordinate is needed to understand the situation and determine or decide on actions that can be applied to these conditions.

Keywords: Leadership Style, Situational Leadership; H. Nadalsyah, North Barito Regency.

INTRODUCTION

Leadership is one of the determining elements that influence the successful functioning of a government. A leader is a very influential element in the success or failure of government functions at both the central and regional levels (Rozikin et al., 2020; Ginting & Haryati, 2012). Law Number 23 of 2014 concerning Regional Government as a substitute for Law Number 32 of 2004 is a review of the attitude of responsiveness in granting authority to regional governments in terms of regional autonomy, where the granting of regional autonomy can be seen as a strategy in managing government by providing some great authority to local governments in managing their own household.

In this case a regional leader is a person who moves earlier to pioneer this matter, directs thoughts and opinions, guides, moves other people with his influence, sets organizational goals and can influence and simultaneously supervise the thoughts, feelings, and behavior of the apparatus. the government he leads (Kaloh, 2009; Rasyid, 2013; Nurafni et al., 2022; Karsiman, 2018). Hutson (2005); Syamsul (2017); Fauzi (2018) states that the future success of a leader is determined by the ability to recognize the behavior of his subordinates. In a business organization, the character of a leader and the style applied in his leadership gives a very big influence on the running of the organization and the survival of the organization.

Leaders in paying attention to fostering, mobilizing and directing the potential of employees in their environment have different patterns from one to another (Nurgoho, 2018). This difference is caused by leadership styles that are not the same for each leader, because knowledge is needed to understand what leadership style is suitable to be applied looking at the right situation or environment in an organization or institution (Sirimasa et al., 2018; Nurrahmah, 2021).

The efforts of a regional leader to achieve the goals of regional government authority in regional autonomy, of course, cannot be separated from the leadership model reflected by that leader (Habibi et al., 2020). So it can be said that the success and failure that occurs depends on how the leadership model represents full authority in a government (Rahmatul, 2019). Leaders are absolutely necessary for community groups and organizations to be able to organize and carry out common goals well (Fauzi, 2017; Santika, 2017). The leadership of a regional head in a democratic system and regional autonomy is a leadership that attracts the attention of the public, where a public official or regional head is directly elected by the community.

Pasolong (2020) explains that leadership must always be associated with three important things, namely: (1) Power, namely authority and legality which gives authority to leaders to influence and move subordinates to do something, (2) Strengths, namely superiority or superiority so that people are able to organize other people, so that other people obey the leader, and are willing to carry out certain actions; and (3) Ability, namely all power, ability, strength and skills/technical and social skills that are considered to exceed the capabilities of ordinary members.

The roles as a bureaucratic leader that are absolutely essential include: (1) planning, which is a very urgent matter for all activities, because planning is a means for bureaucratic leaders to determine which direction the bureaucracy will take. It is difficult to expect good results if planning in the bureaucracy is not good, even if the implementation is done well; (2) organizing, namely a concept that has a fairly broad meaning because it involves two things, namely: (a) organizational structure as a place to carry out activities. In general, those who regulate the bureaucratic structure are top-level bureaucratic leaders (executives), but what is discussed is the bureaucratic unit in relation to a group of people who unite themselves to do something that they cannot carry out alone.

Furthermore (3) supervising, namely the activities of leaders who are very decisive, because by supervising will produce something that is in accordance with what has been planned. Basically, bureaucratic leaders supervise three things, namely money, materials and employees. The steps required in monitoring are determining standards, measuring results based on standards and making improvements if necessary; (4) evaluating, that is, the bureaucratic leader's role is to evaluate the implementation of the work that has been carried out by employees, whether the implementation of work is running efficiently and effectively, or is there inefficiency in the implementation of work. The results of this evaluation are used as the basis for making improvements if obstacles are found in carrying out services to the community (Pasolong, 2020).

In the context of leadership at the regional level, currently H. Nadalsyah is the Regent of North Barito who has served for 2 (two) periods, namely the first period (2013-2018) and the second period (2018-2023). H. Nadalsyah is a regional leader who has brought a lot of progress to North Barito Regency. This can be seen from the many developments in North Barito Regency since the first period he was inaugurated, including the rapid development of facilities and infrastructure to facilitate community mobility, construction of public spaces/public facilities, increasing the capacity of public services, and various other development advances.

As an example of an infrastructure development program that is quite phenomenal in addition to the infrastructure program that runs every year, among others, Muara Teweh District Hospital, Islamic Center (private funds and third party donations), Pier Market, Regent's Office House, Water Front City, Muara Crossing Bridge Teweh-Jingah, Bena River Bridge (CSR PT. Mitra Barito/Company founded by H. Nadalsyah), construction of the Sikan-Tumpang Laung Crossing Bridge, construction of the Muara Teweh-Lemo Crossing Bridge, Construction of the Barito Lanjas River Sheet/Siring, Arrangement of the Panglima Camping Ground Batur, rehabilitation of the Shiratal Mustaqim Grand Mosque, construction of Green Open Space at Muara Teweh District Hospital, hundreds of mosques and prayer rooms in villages using private funds.

Furthermore, in other matters it can be illustrated from how under his leadership, North Barito Regency has succeeded in obtaining a Unqualified Opinion (WTP) 7 (seven) times since the first period he was appointed. Apart from that, in other sectors such as the agricultural sector, H. Nadalsyah succeeded in receiving an award from the President of the Republic of Indonesia, Ir. Joko Widodo, namely the Medal of Honor for Development in the Agriculture Sector with the Food Self-Sufficiency Program and the Gold Pinner Main Badge award from the Mainstay Farmer-Fisherman Contact (KTNA) at National Week (Penas) Mainstay Farmer-Fisherman Contact (KTNA) XV on May 6 2017, in Banda City Aceh.

The development success achieved and other achievements in H. Nadalsyah's leadership in the first period were certainly inseparable from the leadership style he applied to his direct subordinates, namely the heads of services to deal with all kinds of situations and circumstances related to their respective duties so that they could provide solutions that were properly and the desired results can be achieved.

It is from this problem background that the author is interested in conducting research to find out the leadership style of H. Nadalsyah, the Regent of North Barito in running the Regional Government he leads, with the title: "Analysis of the Leadership Style of H. Nadalsyah, the Regent of North Barito in running the Regional Government".

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RESEARCH METHODS

This research was conducted with a qualitative approach. Qualitative research with the aim of seeing and understanding a phenomenon that is studied by a research subject, such as actions, perceptions, behavior, motivation, etc. holistically, and in a descriptive way, namely by describing or explaining it in the form of words or language using various scientific methods (Moleong, 2012). Qualitative research correlates with the opinions, perceptions, beliefs, ideas of the people being studied which cannot be comprehensively measured with numbers. The thing examined in depth in this research is "Analysis of the Leadership Style of H. Nadalsyah Regent of North Barito in Period I 2013-2018".

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In collecting research data, the methods used were library research, research on documents, observation, and conducting interviews with government informants and research sources in the work environment of the Office of Communication, Informatics and Coding of North Barito Regency, target groups and non-target groups. relevant to the research problem. The types of data collected are primary data and secondary data.

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The data analysis technique in this research uses an interactive model of analysis. In this interactive analysis model, the researcher focuses on three components, namely data reduction, data display, and consulting drawing.

RESULTS AND DISCUSSION

In an interview conducted on March 9 2022 at the residence of the Regent of North Barito, H. Nadalsyah, he revealed that: *"The most important thing about being a person is being honest and disciplined and not being ashamed to learn new things so that we can develop ourselves and gain new knowledge."*

With his background as a businessman and unfamiliar with government problems in the first period he was elected, he did not hesitate to learn and ask the head of the Service or Agency in charge of the problems faced and ask for suggestions and thoughts from his subordinates as material for consideration and thought. which is the basis for him in making a decision.

His desire to learn is what made his ability to understand problems in government develop rapidly.

Then according to H. Nadalsyah, *"A leader must have sensitivity and speed of thinking appropriately in making decisions and must not only side with the interests of some people, but must consider what is in the interests of the community. Don't just because you want to please some parties, you sacrifice the community"*.

According to him, all this time making decisions requires sensitivity or instinct, and with his background as an entrepreneur, he has honed his sensitivity and ability to think quickly and precisely. Not all problems can be solved by discussions or meetings and other official gatherings, but there are things that are urgent in nature and must be dealt with immediately that require quick action, especially those related to the safety of many people, for example when a disaster occurs.

As a leader, according to H. Nadalsyah, there are several qualities you must have: *"Being a leader is a heavy responsibility both in this world and in the hereafter, being a leader is most important to be honest and disciplined, don't seek personal gain and be someone who is empathetic to the difficulties and suffering of others so that in living life you can benefit those around you."*

In an interview conducted on April 7 2022 in the office of the Regional Secretary of North Barito Regency, Drs. Muhlis stated that: *"Mr. Nadalsyah is a leader who has high initiative and has special attention to accelerating development in the field of infrastructure, because he believes that by connecting the sub-districts and villages in North Barito regency, business opportunities and community welfare will be more evenly distributed, as well as progress in the district. the quicker it happens"*.

H. Nadalsyah's leadership in 2 periods, North Barito Regency has succeeded in winning various awards. In the 2021 SAKIP Award, North Barito received a "B" predicate from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KEMENPANRB), which means that the accountability system for the performance of government agencies in North Barito is one of the best among other districts in Indonesia and is one of 79 Regency/City in Indonesia which received an award from the Minister of Law and Human Rights (HAM) for the Regency category is quite concerned about human rights.

Then, in an interview with the Regional Secretary, he also stated: *"H. Nadalsyah is an open leader, he is very curious about regional governance. When he just took office in 2013, H. Nadalsyah always sought information, especially from his subordinates from the regional secretary level to heads of services/agencies, for example regarding the Assessment of Financial Statements from the Supreme Audit Agency of the Republic of Indonesia (BPK RI) for Central Kalimantan (Kalteng)"*.

H. Nadalsyah either directly asked for information personally, or collectively by gathering his subordinates from the regional secretary to the heads of departments/agencies within the North Barito Regency Government (Pemkab), regarding the assessment of financial reports by the Central Kalimantan Republic of Indonesia BPK, how the reports should be made up to get the best score. After H. Nadalsyah understood the subject of regional financial reports, H. Nadalsyah gave orders to all his subordinates to carry out financial management work according to the procedures set by the Central Government and for all his subordinate personnel to do it with high commitment in order to achieve the best opinion, namely Reasonable Without Exception (WTP) by BPK RI Central Kalimantan.

In the case of this financial report, H. Nadalsyah's involvement only reminded his subordinates to ensure the correct procedure and its completion were in accordance with the time target set by BPK RI Central Kalimantan. H. Nadalsyah did not carry out orders repeatedly, because according to Drs. Muslih that H. Nadalsyah himself believes that his subordinates are capable and have high commitment, as a result in 2021 unqualified opinion (WTP) will again be won by North Barito Regency for 8 consecutive years.

According to the North Barito Regional Secretary, regarding the leadership of the North Barito Regent, he said: *"The Regent's leadership in leading North Barito Regency has had a lot of positive influence on us. He is a leader who has high integrity, and has clear goals in his work, which are stated in the performance agreement, so we are very proud to be able to help him achieve the vision, mission and goals of the District Government. North Barito"*.

Apart from his desire to fix problems in running the government, what is equally important for him is the improvement and improvement in the infrastructure sector. This was also conveyed by the Secretary of North Barito: *"He is a figure from an ordinary and simple society background, which later thanks to his hard work and perseverance he has achieved success as a businessman. As an example of someone with a business background, he really understands that infrastructure is the lifeblood of the implementation of development which plays an important role in*

encouraging the creation of progress in various sectors. He is a person who has high hopes for a change, this is what inspires every subordinate to be able to achieve goals that result in mutual progress."

In an interview conducted on April 18 2022 in the office of the Head of the North Barito Regency Development Planning Agency, Ir. H. Jainal Abidin, MAP said: *"He is a hard worker, willing to learn and critical so he is quick to respond to any unresolved problems. "His curiosity and willingness to learn is what drives the progress of this Regency, and he is not shy about asking questions and learning about new things from those who are more knowledgeable in his field, even if they are his subordinates"*.

To handle the Covid-19 pandemic, the North Barito Regency Government held a limited meeting in the Regional Secretariat Meeting Room. In the limited meeting, the Regent of North Barito emphasized not to panic in dealing with the Covid-19 pandemic. However, you still have to be vigilant by carrying out all the protocols set in handling the Corona Virus nationally and protecting the public from being affected by making the breakthroughs that have been determined.

The Regent asked for input from religious leaders, community leaders and all parties related to the handling of the Corona Virus in North Barito Regency. In the Covid-19 Handling Protocol, it is stated that not to make physical contact such as shaking hands. "Don't let there be a poor understanding of the policies that will be implemented by the Government, causing a wrong perception from the public," said H. Nadalsyah. The Covid-19 Handling Protocol must be socialized by all parties, both government agencies, religious leaders, community leaders, religious institutions and others.

In the meeting it can be concluded that the schools under the authority of the North Barito Regency Government (kindergarten, SD/MI and SMP/MTs levels) will be closed for 14 days starting tomorrow 18 March 2020 with the provision that they will continue to carry out learning activities at their respective homes. Religious activities can still be carried out while still paying attention to the Covid-19 Handling Protocol, where the Government and other parties will prepare hand washing facilities in all places of worship, both mosques, churches and Basarah Hall. "I ask for the support of all parties, especially benefactors to be able to donate some of their fortune in preparing handwashing stations," asked H. Nadalsyah. Furthermore, supervision will be carried out on people entering North Barito, especially those from the red zone area.

The Regent asked all media crews to report on Covid-19 so as not to cause unrest in the community. With inappropriate reporting, people will be disturbed psychologically. "This can exacerbate the situation in society, which will cause panic," explained H. Nadalsyah. The Regent has allocated a budget for handling the Covid-19 Pandemic, this is in accordance with Central Government instructions. Even so, the participation of all parties is still needed in its implementation.

Infrastructure Development is one of the focuses in the Nawacita program, which is President Joko Widodo's government program in the first point which mandates faster infrastructure to connect distances (Rusastra, 2021). Thus, it is also in line with the regional development missions of North Barito Regency, one of which is Infrastructure Improvement and Energy Availability, and to open access to transportation and development in the North Barito Regency area, one of which is the North Barito Government building the Pengulu Iban Bridge which connects Teweh Tengah District and Teweh Tengah District. Teweh Baru is

expected to cut distances, boost the economy and make it easier for the community to get the same health and education facilities as residents in the district capital.

Apart from the construction of the Pengulu Iban Bridge, there are also many bridges which connect several sub-districts, including the construction of a suspension bridge in Sabuh Village, Teweh Baru District. A suspension bridge with a length of +/- 60 meters and a width of 3 meters stretches at the end of Sabuh Village, built with zero APBD funds. The Regent said that the bridge would also be intended for four-wheeled vehicles with special criteria such as ambulances.

The purpose of building bridges is to connect between villages, so that people can travel more quickly to other villages or to the District/Regency Capital. So far, the villagers have taken the company's road, which is still a dirt structure, which makes it muddy easily during the rainy season. The Regent hopes that in the future when the bridge is functional, community members will have easier access to transportation and also activities in bringing their garden produce to the city or between surrounding villages. The Regent said that the bridge will also be designated for four-wheeled vehicles with special criteria such as ambulances, so that residents can go directly to the Muara Teweh Hospital if they experience a disaster or who will receive medical treatment.

Leader Maturity Relations - Subordinates

The discussion mainly uses Hersey and Blanchard (1982: 180) who suggest that there are 4 situational leadership styles, namely: 1. Telling, showing, leading, determining (Telling-Directing). 2. Selling, explaining, peddling, persuading (Selling-Coaching). 3. Involving, encouraging (Participating-Supporting). 4. Delegating, observing, supervising, completing (Delegating). A leader must understand the maturity level of his subordinates so that he will not make mistakes in implementing his leadership style. From the explanation above the concept of situational leadership must understand the maturity level of his subordinates or in this case as an informant in this study, and the maturity level is as follows:

- 1) M1 maturity level (unable and unwilling), the leadership style applied by leaders to lead subordinates like this is the telling/directing (G1) style, namely by telling, showing, instructing specifically.
- 2) M2 maturity level (unable but willing). To deal with subordinates like this, the style applied is the selling/coaching style, namely peddling, selling, explaining, persuading.
- 3) M3 maturity level (able but unwilling/indecisive) so the appropriate leadership style for subordinates like this is a participating/supporting style, namely exchanging ideas & providing opportunities to make decisions.
- 4) M4 maturity level (able and willing) then the appropriate leadership style is delegating, delegating tasks and authority by implementing a good control system.

The effectiveness of a leadership is influenced by the maturity of the subordinates or research informants if there is a match between the leadership style carried out by the leader and the maturity conditions of the employees (Utaminingsih, 2014; Prasetyo, 2022). If there is a discrepancy, the leader must change his style and adjust to a style that matches the maturity of the subordinates (Wahjono, 2010; Wahjono, 2013). Based on the situational leadership style theory above, situational leadership style is an approach to leadership which states that the leader understands the level of maturity and readiness of his subordinates before he uses a particular leadership style.

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The level of guidance and direction provided by the leader (task behavior). The level of socio-emotional support provided by the leader (relationship behavior) (Sari et al., 2021). The level of readiness or maturity shown by members in carrying out their duties and functions in achieving certain goals (Aisyah & Takdir, 2017; Tasbih et al., 2022). This concept explains the relationship between effective leadership behavior and the level of maturity of group members or followers. This theory emphasizes the relationship between leaders and members so as to create effective leadership. Because members can determine the personal membership that the leader has.

Maturity in question is not psychological maturity but describes the willingness and ability (willingness & ability) of members in carrying out their respective duties including responsibilities. leadership, the amount of socio-emotional support provided by the leadership and the level of maturity of subordinates in carrying out certain tasks, functions and goals.

Responsibility in completing the task as well as the will and ability to direct oneself. So the maturity referred to is maturity in carrying out one's duties, which does not mean maturity in everything. Leaders who face groups with a high level of maturity should give more freedom to the group to direct and solve problems with limited direction (relationship behavior). On the other hand, if a member has low maturity in carrying out their duties, they must be given a lot of direction and guidance (task behavior). Individual maturity in Paul Hersey and Kenneth H. Blanchard's situational leadership theory is differentiated into four maturity categories, each of which has a different level of maturity, namely as follows:

1. M1: Low Member Maturity Level 2

Characteristics: the member is unable and unwilling to carry out the task, meaning: The member's ability to carry out the task is low and the member also does not want to take responsibility. The reason: the tasks and positions held are far above his abilities, there is a lack of understanding of the relationship between tasks and organizational goals, there is something that is expected, but it is not in accordance with the availability within the organization.

2. M2: Member Maturity Level Low to Medium or Moderately Low

Its characteristics: members are not able to carry out, but want to be responsible, namely: even though the ability to carry out their duties is low but they have a sense of responsibility so that there are efforts to excel. They believe in the importance of the task and know exactly what goals to achieve. The reason: members are inexperienced or have not attended training and education, but have high motivation, occupying new positions where enthusiasm is high. But the field is new and always strives for achievement, has expectations that are in accordance with the availability in the organization.

3. M3: Maturity Level of Members Medium to High or Moderate High 4

Characteristics: members are able to carry out, but do not want to, namely: they have the ability to carry out the task, but for some reason they are not sure of success so the task is not carried out. The cause: members feel disappointed or frustrated, for example: they have just experienced a change of assignment and are not satisfied with their new placement.

4. M4: High Member Maturity Level

Its characteristics: members are willing and able, that is, they have a high ability to complete tasks or solve problems and have high motivation and great responsibility. They are experienced and have high ability in completing tasks. They get satisfaction from their

achievements and believe they will always succeed. Referring to the maturity level of each group or member, leadership behavior must be adjusted in order to achieve leadership effectiveness based on the leader's analysis of the maturity level of the members, using a combination of task behavior and relationship behavior. From the explanation above, it can be concluded that the leadership behavior of a person in dealing with the group as a whole must be different depending on the level of maturity.

Directing behavior can also be referred to as giving instructions, commands or directions from the leader to subordinates, while supporting behavior is the extent to which the leader involves himself in two-way communication so as to facilitate interaction and involve subordinates in decision making. These two norms of directing and supporting behavior form the 4 basic styles of situational leadership, namely:

Instruction Style (G1)

In this style, a leader shows behavior that provides a lot of appropriate direction when the leader is faced with a complex task and the subordinates do not have the experience and motivation to carry out the task. However, this style can also be applied to situations where the leader is under time pressure for completion where the decisions taken must be correct and fast. The leader explains what is necessary and what must be done. In such situations, usually occurs overcommunicating (excessive explanation). In the decision-making process, leaders provide detailed rules and processes to subordinates so that they are easy to understand.

H. Nadalsyah has used this style of instruction several times in administering government, according to the results of interviews I conducted that in instructing a regent's duties, it is very good to see the way he directs a task to his subordinates which is clear enough to understand, and not long-winded. in conveying directions. When conveying tasks to subordinates, there is a lot of directing, because the regent wants all tasks given to subordinates to be executed immediately without the slightest error. An example of the instruction style used by H. Nadalsyah is when the Covid pandemic occurred.

In conditions of uncertainty with many sudden changes, which occurred during the pandemic where people were in a state of panic, decision-making activities were the most difficult element, but also the most important effort for H. Nadalsyah to avoid further panic. In making these decisions, he must select and determine the most appropriate decision from many alternative answers or problem solutions in an accurate but also fast manner and prioritizing rationality, so that the decision can guarantee the safety and security of the community he leads.

Consulting Style (G2)

In this Consultation Style, the Regent H. Nadalsyah not only provides detailed processes and rules to subordinates but also explains why a decision was taken, supports the development process, and also receives various inputs from subordinates. He applies this consulting style when the subordinates are more motivated and experienced in dealing with a task but there is no initiative.

This style is intended so that the two-way communication carried out by the Regent with his subordinates can spur initiative and motivate his subordinates to be more active and enthusiastic in carrying out their duties. Here he gives them the opportunity to understand their duties, by taking the time to build good relationships and communication with them.

The style of consultation carried out by the regent in administering government, is in accordance with the results of interviews I conducted with several of his subordinates who stated that sometimes H. Nadalsyah sparked several ideas in infrastructure development and

threw these ideas to parties who were competent in their fields to provide feedback or input so that these ideas could be implemented. run without breaking the rules. He often consults with his subordinates about how to implement it and asks for consideration of whether his ideas or suggestions can be implemented. Apart from asking for the opinions of his subordinates, he also intended this communication to motivate subordinates to be more courageous in expressing ideas or thoughts in order to realize rapid development in North Barito Regency.

In consulting an idea or thought, the Regent requires that his subordinates first make a complete study as material for consideration, after completion it will be reported to the Regent to make it easier for him to make good decisions. Judging from this consultation style, it shows that the Regent's behavior is capable of directing and providing a lot of support. The Regent is able to explain his ideas and thoughts clearly and is able to make decisions and policies that are taken and is willing to accept the opinions of his followers, and the Regent still has to continue to provide oversight in completing the tasks of his subordinates and decision-making remains with the Regent.

From this consultation style, subordinates already understand their duties and responsibilities well enough, but the role of the Regent is the most important here because remembering that it is also the Regent who determines the Regent and who makes decisions, so the role of the leader here is quite good seen from the leadership concept implemented.

He applied an example of this Consultation Style when he discovered that there were a lot of road and bridge infrastructure that connected villages and kelurahans in the North Barito area that were still inadequate or inadequate and had not received the attention of the previous Regent. This poor infrastructure has caused many villages to be isolated and unable to enjoy development in North Barito Regency. In addition, there are also many residents in the village who do not receive proper education or health facilities because access to the district capital is very difficult.

In addition to education and health facilities, the villagers also have economic difficulties, where the selling price of basic commodities becomes more expensive due to the long distances to access roads, so the costs incurred are even greater. With the construction of good bridges and roads to isolated villages and districts, it is hoped that this will help improve the standard of living of people in rural areas. The Regent's attention to the situation faced by the community made him come up with the idea of building bridges and access roads and even the regional general hospital to become one of the Referral Hospitals by improving the existing facilities at the Hospital. He did this by first asking for advice and input from parties he considered more competent in this matter.

Participation Style

In the Participation Style, H. Nadalsyah facilitates and helps his subordinates' efforts in carrying out tasks. In this case, he does not provide detailed directions, but the responsibility and decision-making process are shared with the subordinates. In this case, leaders need to take the time to coordinate and involve them more in making work decisions, as well as listening to their suggestions regarding improving performance.

H. Nadalsyah emphasizes providing a lot of support and a little bit of direction because subordinates are considered to understand and understand the task better but need to be given motivation in order to further improve their performance in order to achieve the desired work targets. The Regent and his subordinates develop strategies together with their subordinates by exchanging ideas and supporting their efforts in completing tasks and achieving the desired work targets.

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Positions of control over problem solving and decision making are held alternately. Two-way communication is enhanced and the role of the Bupati is actively listening. This is reasonable because the subordinates/followers already have the ability to carry out the task. The style of participation carried out by the regent in administering government, is in accordance with the results of the interviews I conducted that in agreeing on a task to be carried out by subordinates, it is the subordinates who have more control than the regent especially regarding task participation with subordinates, The Regent only asks for appropriate input to be carried out because the Regent's job is to approve or ask subordinates whether or not an activity will be carried out and when on duty subordinates do according to what is the vision and mission of the North Barito district government. As the leader of a Regent as a management aspect, but from the aspect of mastery of the field of duty, the Regent does not really understand, it is his subordinates who should understand more, especially if a bureaucrat's subordinates are not included in political positions, such as a regent being a subordinate who controls but still makes the regent's decisions, his duties subordinates raise support.

Delegation Style

This style is usually used when a leader, in this case Regent H. Nadalsyah, when he considers that his subordinates fully understand and are efficient in their work, so that the leader can let them carry out the task or work based on the subordinate's own ability and initiative or in situational leadership theory it is called high maturity level.

In accordance with the results of the interview I conducted, H. Nadalsyah often delegates authority and responsibility to subordinates in administering government. For every task that the Regent delegates to subordinates, before delegating the task there are first instructions so that the task can run well, but he not intervene. 25

The Regent is quite good at delegating tasks in accordance with the main tasks and functions of his subordinates, as well as giving his subordinates the flexibility to carry out the delegated tasks. According to him, this delegation means that he is providing support and guidance. H. Nadalsyah delegates decisions and responsibilities for carrying out tasks to his subordinates, so that subordinates have control to decide how to carry out tasks. For example in leading work meetings or in carrying out other activities and tasks which are the main duties and functions of each agency.

CONCLUSION

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Based on the results of research conducted on the leadership style of H. Nadalsyah, Regent of North Barito in the administration of the Regional Government, it can be concluded that the Regent H. Nadalsyah in the implementation of regional government uses a situational leadership style, where H. Nadalsyah in giving orders or instructions uses different methods. depending on the ability or maturity level of his direct subordinates, namely the head of the service. The Situational Leadership Style that is most often used by H. Nadalsyah is the participating leadership style where the subordinates here already have the competence or ability to carry out their duties properly so that H. Nadalsyah does not need to give many instructions, but only supports his subordinates so that they are involved in the decision-making process. Factors that influence the success of H. Nadalsyah's leadership in implementing a situational leadership style in running regional government in North Barito Regency are H. Nadalsyah's communication skills in conveying ideas and thoughts so that they are accepted and understood by subordinates, the ability to understand the level of maturity or readiness of subordinates and the ability to adapt the leadership style which will be

implemented with the level of readiness of subordinates so that the desired goals or progress can be achieved.

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